

MEMORANDUM



TO: Truckee Tahoe Airport District Board
Robb Etnyre, TTAD General Manager
Jeff Menasco, Director of Aviation
Marc Lamb, Aviation & Community Services Manager
David Van Quest, Aviation & Community Coordinator

FROM: Phyllis McConn, TTCF Community Impact Officer
Dana Crary, TTCF Community Impact Manager

Re: 2023 Agency Partnership Program Recommendation

DATE: September 27, 2023

ENCL:

[Attachment A](#) Ranked AP Application Summary

[Attachment B](#) TTAD Scoring Rubric

Summary: Tahoe Truckee Community Foundation (TTCF) has completed its application review process for the Truckee Tahoe Airport District (TTAD) 2023 Agency Partnership (AP) program, the third consecutive process as agreed upon in the professional services contract dated July 21, 2021. This memo, together with Attachments A and B, provides an overview of the 2023 review process, scoring compilation results, and committee funding recommendations for the board's consideration.

After each of the last two TTCF administered AP cycles, TTCF and TTAD collaboratively worked on proposed revisions to Policy Instruction 311 to incorporate suggested changes for clarity and process improvement. Collectively, the group agreed such changes would ensure thoughtful stewardship of public resources with the intent of achieving greater operational efficiency, increasing the community's understanding of TTAD's funding goals and priorities, and leveraging available dollars to achieve sustained benefit to the entire Truckee Tahoe region while adhering to applicable California law. The latest policy revision dated March 22, 2023, also incorporated District Counsel's recommendations for a new Legal Requirements section outlining examples of permissible District Public Purposes as set forth in the California Airport District Act or other applicable law. "Public purpose" was also interspersed throughout the policy instruction document to emphasize the importance of meeting this legal standard, while the Board maintains their discretion for a case-by-case evaluation of proposals and funding decisions. Subsequent to the newly revised policy release, TTCF promptly incorporated necessary updates to the scheduled applicant training webinar materials, online application, scoring rubric, communication materials, and review process reflecting these revisions and policy directions in time for the launch of the 2023 AP Cycle on March 28th.

Committee Review and Scoring: In order to ensure consistent and fair review for all applicants, TTCF administered an onboarding training and convening process for all

committee members. The committee review was again enhanced by the addition of a TTAD staff member, David Van Quest, and non-scoring board member, Kat Rohlf, to (1) help frame alignment to TTAD board stated goals and objectives, (2) better understand the intent behind the March 22nd approved policy instruction revisions, and (3) consider the interplay with other airport objectives and policies. The committee adhered to a rigorous scoring process, doing their best to interpret TTAD's mission within the guidelines of the updated application framework. The committee determined their role was limited to a literal interpretation of Policy Instruction 311, noting the board reserves discretion in making their informed funding decisions. Thus the slate of recommendations placed before the Board for consideration reflects their restraint in assessments.

- TTCF recruited a review committee of 12 (including the project managers, TTAD staff, and board representation), who collectively have a wealth of public process experience ranging across the local, county, state, and federal level, or a combination thereof. However, two members were ultimately unable to complete the process.
- Committee members completed TTCF's Affirmation of Compliance and Disclosure form to affirm compliance with our Confidentiality Policy and Conflict of Interest Policy and agreed to a standard set of meeting agreements outlined by the TTCF team.
- TTCF updated the scoring rubric to map to the revised application and Policy Instruction 311, including a section addressing the new Airport Public Purpose standard. (See [Attachment B](#) for further details.)
- Utilizing the scoring rubric mapped to the aims of the AP process per Policy Instruction 311, all members completed independent, individual scoring.
- The rubric allowed for a total of 50 possible points with ratings broken down into 3 sections covering (1) Plans & Partnerships- 20 possible points, (2) Visibility & Mission Alignment- 20 possible points, and (3) Financials & Infrastructure- 10 possible points. Rating subgroups under each section were explicitly referenced in PI 311.
- Nine of the ten performing committee members were able to convene on August 31st for 2.5 hours to discuss the results of the scores compilation and align on funding recommendations.
- There was initial sharing of any conflicts of interest, and discussion of the ranked scoring results, followed by individual application reviews. Members shared differing individual assessments, and addressed questions and concerns, but ultimately resulted in group agreement about the ranking, scoring, and funding recommendations of all 17 applications.

Recommendation: A total of \$434,893 in committee-recommended funding is presented for Board consideration and approval.

Committee Feedback: The committee noted the difficulty in comparing various types of requests, especially the increasing challenge to competitively evaluate proposals for permanent community assets. The committee noted the proposals that ultimately result in permanent community assets would be accessible to ALL community members thus meeting the stated aims of the AP process, especially to provide "broad and meaningful reach and impact into the community", as well as TTAD's mission to provide "sustained benefit to the entire Truckee Tahoe region." However, since capital campaigns are not typically funded through this process per the policy instruction, the committee did not feel it was in their purview to consider funding them, but instead acknowledged the Board's discretion to do so with any remaining available funds this year. The committee noted the need for further

clarification around such proposals to enable their ability for comprehensive analysis. For example, the committee raised the many distinctions between these proposals including whether they are in fact a capital campaign project or should be designated as such, the status of their permitting and approval process, fundraising viability, construction timeline, community support, compatible land use, ancillary benefits, etc. The merits and concerns were discussed, but the committee defers to the Board for their opinion on the four projects that would currently fall within the present understood usage of the term “capital campaign.”

The committee also examined the increased emphasis on the airport public purpose standard. The rubric provided a scoring scale for measuring an applicant’s case for meeting one or more of the examples included in the policy instruction. Since this is not an all-inclusive list of permissible examples, the committee did not feel they could decline an application if a permissible example was not selected but scored it appropriately based on the provided scale.

Conclusion: The goal for TTCF was to run a fair and equitable process to ensure the recommended use of public funds aligned with the Airport District’s mission and priorities, ultimately resulting in mutual benefit and betterment of the region. TTCF has met this goal in large part because of the time, effort, and depth of expertise of the volunteer committee. TTCF again commends their service. The committee felt the applications generally reflected the airport’s mission, met community need, or provided community benefit to the District’s constituents while creating active and beneficial relationships and building value for the Airport District. Before concluding this year’s program process, TTCF will again require a debrief discussion with TTAD staff to further capture lessons learned and implement board and staff feedback, as well as address the expiration of the current contract with TTCF.